

**Announcing the 2009 General William E. DePuy  
Special Topics Writing Competition -  
“Leader Development from Initial Entry to the Battlefield”**

The Combined Arms Center (CAC), Fort Leavenworth, Kansas, is pleased to announce the fourth annual General William E. DePuy Combined Arms Center Writing Contest. In recognition of the “Year of the NCO,” the focus of this year’s competition is non-commissioned officer leader development. Anyone conducting serious research this subject is invited to submit papers for consideration. The contest closes 2 June 2009.

**How do I enter?**

- Submit an unclassified, original research paper on any topic examining NCO leader development. Papers should be between 3,000 and 5,000 words.
- Previously published papers, or papers pending consideration elsewhere for publication, are ineligible.
- Papers submitted to other competitions still pending announced decisions are also ineligible. (As an exception to this rule, U.S. Army Command and General Staff College students submitting papers to the General Douglas MacArthur Military Leadership Writing Competition may submit the same paper to the DePuy Competition. Thus, it is possible for a single paper to be recognized by both competitions.)

**What do winning writers receive?**

First Place: Award of \$1,000 / Certificate of recognition signed by the commanding general / Publication as a featured essay in *Military Review*, the Professional Journal of the United States Army.

Second Place: Award of \$750 / Certificate of recognition signed by the commanding general / Publication in *Military Review*.

Third Place: Award of \$500 / Certificate of recognition signed by the commanding general / Publication in *Military Review*.

Fourth Place: Award of \$250 / Certificate of recognition signed by the commanding general / Special consideration for publication in *Military Review*.

Honorable Mention: Award of \$100 / Certificate of recognition signed by the commanding general / Possible publication in *Military Review*.

**How do you submit a paper?**

- Complete an enrollment form (see enclosure 1) and submit it together with the proposed manuscript via e-mail or in hard copy with a CD to *Military Review* by 2 June 2009. Email: [marlys.cook@us.army.mil](mailto:marlys.cook@us.army.mil) Mail: *Military Review* / 294 Grant St. / Fort Leavenworth, KS 66027-1254.

### **How will the papers be evaluated and judged?**

- *Military Review* will establish a panel to evaluate entries. The panel will be composed of select members of the CAC staff and CGSC faculty, as well as invited readers with expertise in leadership and leader development.

- General criteria to be used for evaluating papers are attached (see enclosure 2).

### **Need a topic?**

- See enclosure 3 for some suggestions.

### **Questions?**

- LTC Robert Whetstone, Deputy Director and Executive Editor of *Military Review*, will answer any questions you might have. He can be reached at (913) 684-9330 or DSN 552-9330; or via email at [robert.whetstone@us.army.mil](mailto:robert.whetstone@us.army.mil)

## ENCLOSURE 1 (Enrollment Form)

MEMORANDUM FOR Managing Editor, *Military Review*

SUBJECT: The 2009 Combined Arms Center General William E. DePuy Writing Competition

1. Attached is my research paper submission for the CAC Commanding General's 2009 Combined Arms Center General William E. DePuy Writing Competition

2. The subject of my paper is\_\_\_\_\_.

3. I affirm that the research paper is my original work. I further affirm that no part of it has been plagiarized from other sources; that all references to other work have been properly and fully attributed; that it has not been previously published; that it is not now being considered elsewhere for publication; and that it is not currently pending consideration as an entry in any other competition (with the authorized exception of the Command and General Staff College's General Douglas MacArthur Leadership Competition, as provided for under competition rules.)

4. I understand that if my paper is selected as a winner, the Combined Arms Center may reproduce it for instructional purposes, and *Military Review* will have first right of publication without copyright restrictions.

Signature \_\_\_\_\_

Printed name \_\_\_\_\_

Title/Organization\_\_\_\_\_

Postal Address

Street \_\_\_\_\_

City/State/Zip\_\_\_\_\_

## **ENCLOSURE 2 (Criteria for Judging)**

Evaluation is unavoidably a subjective process; however, our panelists will use the questions below to help them evaluate essays more objectively.

- Does the essay offer well-thought-out and well-researched opinions about NCO leadership development issues?
- Does the essay contribute anything new to the literature?
- If the essay is not a product of original research, is it an effective synthesis of existing research, and has it yielded significant insight?
- Does the essay offer plausible solutions to or recommendations about a problem or issue?
- If the manuscript is a historical essay, do the issues associated with the historical events described and evaluated have any direct relevance to today's leaders?
- Does the author of the essay know what he (or she) is talking about? Does the essay fairly represent the background facts and provide a credible examination of the issue?
- Does the essay show evidence of significant research using accepted academic standards, or does it rely significantly on spurious resources?
- Is research backed up by careful footnoting or endnotes?
- Is the essay well written? Does it move logically from a clear thesis through a well-developed argument using supporting evidence to yield persuasive conclusions?
- Is the essay written in an accessible style, or does it give the impression that it has been written to impress rather than inform and persuade?
- Does the essay use excessive acronyms or jargon?

### **ENCLOSURE 3 (Possible Topics)**

- How should the Army train leaders to make the transition from conventional to unconventional operations and back in COIN?
- How can leaders at the operational level effectively integrate conventional and Special Operations Forces?
- What unique Soldier challenges do leaders confront in COIN and what counter-methods are proven antidotes?
- What is the role of military education in a time of war? How must this change to meet the demands of the current conflict and beyond?
- How does/should an ever-changing, unconventional environment in which the Soldier is required to be at one moment trigger-puller and social worker in the next impact small-unit leadership and training?
- Case studies: Training indigenous forces –successes and failures; lessons learned from recent advisors' experiences.
- How do you make advising a top priority assignment? Does the KD designation help?
- What are the challenges in advising at ministry/national levels? How can they effectively be met?
- How should leaders approach the challenge of balancing technology with the human element?
- How should the cultural and anthropological lessons learned from the current conflict be applied to leader education today and in the future?
- How is the Army supporting the development of credible and capable Afghan National Security Forces? How can we do it better?
- How will the continuing evolution of knowledge and learning for the future, taking into consideration the internet and the information explosion impact Army education?
- What are the key differences and similarities between the way tomorrow's Soldiers will learn and the ways their predecessors learned?
- What are the implications for training, developing, and supporting performance of future Soldiers and leaders?
- How can Soldiers' and leaders' self-assessments be used to increase their awareness of their own leadership strengths and developmental needs?

- How can virtual worlds, massive multiplayer on-line games, and other gaming technologies impact future Soldier and leader training and development?
- What is the potential for Army training and leader development to apply innovative techniques and approaches to help reduce combat stress or ameliorate its consequences?
- How can civilian acquired skills help enhance training and education programs for the individual Soldier and leader?\*
- What are the best approaches to training and educating Soldiers and leaders to create, lead, and participate in Army institutions and units that are true learning organizations? How is this important for the future OE?
- What models and other methods can be created to quantify the military value (contribution to readiness) of training and leader development ?
- How does the art of design compliment existing doctrine on campaign design?
- Can we use the analogous model of how the Army socialized Air Land Battle Doctrine to socialize commanders appreciation and campaign design?
- Are BCTs campaigning formations in the contemporary operating environment?